

16 May 1980

MEMORANDUM FOR: Director of Central Intelligence

FROM: Executive Assistant

SUBJECT: Director's Hour/Director's Notes

1. Attached is a memorandum to me from [] with his thoughts about scheduling a Director's Hour in the auditorium and with his and Herb Hetu's suggestions for changes in how the Director's Notes are put together. With regard to the Director's Hour, I agree with Herb's specific comments except for the second "d". If you wait until you have information of significant importance or good news to share, you may wait indefinitely for an opportunity to talk to people. I think there is merit in your having something like an open forum where employees can, in an unstructured environment, ask you questions about issues and Agency matters that are troubling them. Although some of the questioners may "shoot" at you, I would wager that most would, in fact, be respectful and have worthwhile questions which you could easily address. I also believe that you should specifically invite an audience of a particular grade level or range, e.g., GS-10s through GS-13s. This would include most of the professional staff below the managerial level. It would be good to do this at lunchtime and to make the time and place widely known.

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2. With regard to the Director's Notes, as we discussed a couple of weeks ago, the last two or three issues of the Notes have been fairly desultory. In fact, the last edition (attached) was a disgrace. The Director's Notes should not be used to run an item on such things as vacancy notices. This is the kind of subject appropriate to regular employee bulletins. Accordingly, I am in agreement with [] that some change is needed in the way the Notes are put together.

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3. My recommendation would be to assign Ben Evans the staffing responsibility. Ben could solicit subjects and drafts from various senior officials (e.g., Chuck Briggs, Morey Lipton), who have a feel for what is going on in the Agency. He could also tap the DCI/MAG, which is fairly well plugged in to the issues and problems troubling employees--and which would, therefore, be good subjects for you to address in the Director's Notes. I would suggest that after Ben has five or six items together, that they be forwarded to Herb Hetu for review, then to [] who could translate them into your style, then to General Counsel to ensure that no one is getting you into any trouble, and finally to you for sign-off. I do not know the present schedule for the Notes, but I should think they ought to appear at least once a month and should address not routine bureaucratic matters but issues and problems of interest to Agency personnel. They also should be used, as in the past, for you to single out Agency employees who have received major awards or recognition. They should remain unclassified.

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4. Recommendations:

a. That you authorize the scheduling of a Director's Hour at lunchtime between now and your departure for [] which would be limited to GS-10s through GS-13s or such grades as you designate.

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Approve: _____

Disapprove: _____

b. That I talk with Herb Hetu and indicate to him your desire to improve the Director's Notes through wider solicitation of contributions and a more rigorous staffing procedure to be overseen by Ben Evans. Procedure would include forwarding the submissions in sequence to Herb, [] Dan Silver and finally to you for sign-off. This would keep Herb very much in the loop.

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Approve: _____

Disapprove: _____

[]

Robert M. Gates

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Attachments:

- A. SA/DCI memo
- B. Director's Notes

29 April 1980

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MEMORANDUM FOR: Bob Gates

FROM: [REDACTED]

SUBJECT: Director's Hour/Director's Notes

On Friday, 25 April, the DCI expressed some thoughts on the subject. Following are my views.

1. Director's Hour. Back in November, the DCI bounced off the DCI MAG the idea of his appearing in the auditorium occasionally to hear and answer questions and to improve communications.

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Herb and [REDACTED] commented favorably on the idea. At the time, I did not think it was a hot idea since the impression was strong that the DCI was using this as a tactic to overcome high-level internal opposition to his personnel policies.

I think the timing is much better now. Some of Herb's specific comments are listed below:

a. I would not call it anything. Once you put a label on a project it seems to provide a target.

b. Don't schedule it on a regular basis, i.e., the third Thursday of every month.

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d. Do schedule it when there are things to report or subjects to be discussed, i.e., [REDACTED]

d. It doesn't make sense just to stand up on the stage periodically and let people shoot at you. Go when you have information to share or good news.

e. Don't advertise it as a great new initiative which will then prepare everyone to be critical and disappointed--just do it.

f. Don't solicit ideas from around the morning table group, i.e., everyone, even at that level, has their own little axe to grind. Discuss with the DDCI and a few others on your personal staff.

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To address the DCI's concern that sub-GS-13s attend, I suggest that attendance be on a first-come basis during lunch periods. Next week would be a good starting time in view of

2. Director's Notes. This publication is an orphan in search of a home. Assignment must be someone close to the DCI and the issues. Here are my recommendations in order of preference:

a. Ben Evans

b. [REDACTED]

c. Herb Hetu

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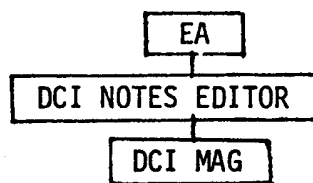
Ben would be my first choice. He is loyal to the DCI and understands the issues and the DCI MAG.

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[REDACTED] knows what's on DCI's mind, and how to translate DCI's thoughts to paper. [REDACTED] would be my first choice if he spent at least two days a week up here.

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A memo from you as Executive Assistant to the individual and DCI MAG is all that is needed:



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